

# **PERFORMANCE EVALUATION MANUAL FOR THE NATIONAL MARINE SANCTUARY PROGRAM**

**May 2007**



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# **1 PURPOSE AND NEED FOR A NMSP PERFORMANCE EVALUATION PROGRAM**

## **1.1 Purpose**

The purpose of this document is to integrate into a single place all relevant performance evaluation information and processes for the Office of National Marine Sanctuaries. Such information includes:

- Background on the necessity for program performance measurement;
- Contextual information on how performance measures integrate with other internal and external planning and execution efforts;
- General guidance on how and when performance measures are tracked;
- Specific tracking plans for each performance measure, including staff roles and responsibilities;
- The latest updates to NMSP performance measures and their associated descriptions; and
- An action plan identifying the specific activities needed to implement NMSP performance management over the next two years.

This manual is a “living” document that will be updated regularly by the relevant NMSP staff. to ensure the latest thinking on the program performance measures is incorporated. To promote consistency within the overall performance evaluation effort, NMSP staff should, therefore, refer to this document whenever performance-related efforts are being conducted.

## **1.2 Need**

The primary need for this manual is internal. To date, NMSP performance data has been produced in a disparate set of documents, presentations, and other planning/reporting tools (such as Annual Operating Plans); there is no single document that captures all of this information. To avoid staff confusion and improve the effectiveness and efficiency of NMSP performance measure implementation, a “one-stop” document is necessary.

The secondary need of this manual is external. It is envisioned that sections of this manual will give those NMSP staff with evaluation oversight (such as the Strategic Planning and Program Integration Team) a means to quickly provide external audiences (e.g., the budget offices of the National Ocean Service, NOAA, and the Department of Commerce or the Program Assessment Rating Tool (PART) auditors of the Office of Management and Budget) with the most current and detailed NMSP performance data. Over the past three years, this need had significantly intensified.

## 2 NMSP PERFORMANCE EVALUATION PROGRAM

### 2.1 Definitions

Performance is defined as the process of determining the achievement of a planned effort or action relative to stated goals or targets. In simpler terms, it is the way an organization knows it is doing what it has been tasked to do. Yet, although it is a relatively simple idea in theory, it is not always so simple in practice.

Performance evaluation has a “language” all its own. It is imperative that an organization uses a defined set of terms when implementing a performance evaluation process. Without them, staff will be unable to effectively communicate concepts and ideas. Several key terms used in NMSP performance evaluation are identified below. They are listed hierarchically; terms with the broadest application to the NMSP are listed first, followed by those that increase in specificity. Note too that definitions below identify how the terms are related. See Figure 1 for an example of how all of these are linked.

#### 2.1.1 Mandates

Mandates are the broad purposes and policies identified for the NMSP by the National Marine Sanctuaries Act (NMSA). These are the “drivers” for the entire NMSP and the foundation for all performance-related tools. An example is “*maintain the natural biological communities in the national marine sanctuaries, and to protect, and, where appropriate, restore and enhance natural habitats, populations, and ecological processes*” (NMSA 301(b)(3)).

#### 2.1.2 Goals

Goals identify major results within the context of Program mandates. Sometimes referred to as “desired outcomes,” goals are the starting point for identifying management strategies and activities, as well as the qualitative/quantitative performance measures. Goals tend to have long-term time frames. All NMSP goals are derived from the NMSA and provide an operational interpretation of the nine purposes and policies of the NMSA. The NMSP goals are contained within the Program Strategic Plan for 2005-2015. Examples of NMSP goals are:

- “Identify, designate, and manage sanctuaries to maintain the natural biological communities in sanctuaries and to protect and, where appropriate, restore and enhance natural habitats, populations, and ecological processes, through innovative, coordinated, and community-based measures and techniques;” and
- “Investigate and enhance the understanding of ecosystem processes through continued scientific research, monitoring, and characterization to support ecosystem-based management in sanctuaries and throughout U.S. waters.”

### 2.1.3 Objectives

Objectives identify the specific programmatic initiatives that contribute to implementation of the stated goals. They have shorter time frames than goals and tend to be more output (rather than outcome) focused. All NMSP objectives are contained within the Program Strategic Plan for 2005-2015. Examples from the NMSP include:

- “Develop and maintain enforcement programs and partnerships to maximize protection of sanctuary resources;”
- “Expand observing systems and monitoring efforts within and near national marine sanctuaries to fill important gaps in the knowledge and understanding of ocean and Great Lakes ecosystems;” and
- “Use tools such as policy development, permitting, and regulatory review and improvement to help guide human use of sanctuary resources.”

### 2.1.4 Program Performance Measures

Program performance measures are the yardstick with which the NMSP measures progress towards its goals and objectives. They set specific, time-conditional targets for large, thematic management categories that are addressed across multiple sites and/or headquarters branches. Currently, there are 19 NMSP performance measures comprised of long-term (10+ years) outcomes and mid-term (5-10 years) or short term (annual to 5 years) outputs.

Program performance measures are ideal for both improving NMSP effectiveness and telling its story – they are strong tools for internal managing and external messaging. With results-based measures, the NMSP is positioned to meet budgeting and performance requirements while setting a high bar within NOAA and the marine resource management world. As such, program performance measures are a primary driver for the Annual Operating Plan (AOP), milestone, funding allocation, and management plan review processes (as shown in Figure 2). Examples include:

- By 2015, 100% of the sanctuary system will be adequately characterized;
- By 2015, 100% of known historical, cultural and archaeological resources within each national marine sanctuary boundary will be inventoried within the NOAA's ARCH database; and
- By 2010, all sites have implemented a cooperative enforcement program and are able to demonstrate results based on stated goals and objectives.

### 2.1.5 Milestones

Program milestones track the progress of site or headquarters specific AOP activities (either as a single activity or as a grouping of similar activities). Milestones are typically monitored on an annual basis and used for external management and budget tracking. Milestones play an

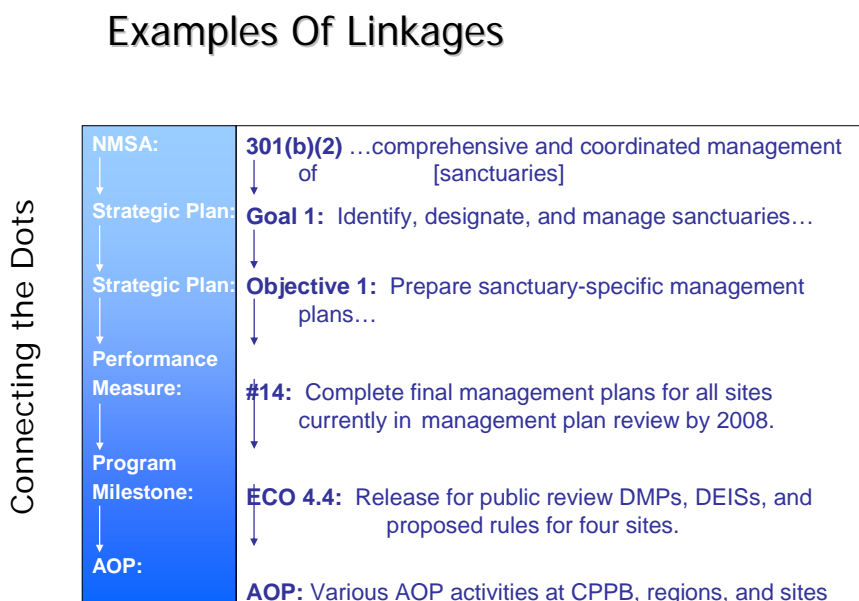
important role in the NMSP performance evaluation process, however, by identifying many of the specific AOP activities being implemented to meet the program performance measures. As such, whenever possible milestones should be associated with a program performance measure (in recent months, this has become a prerequisite of NOS for programs submitting milestones during end of the year budget tracking). Examples of recent NMSP milestones include:

- Complete and submit for final clearance the draft environmental impact statement (EIS) and management plan (MP) for designation of the Northwestern Hawaiian Islands.
- Nominate the wrecks of the Frank A. Palmer and Louise B. Crary to the National Register of Historic Places pursuant to the National Historic Preservation Act of 1966.
- Complete science-based and expert reviewed System-Wide Monitoring (SWiM) reports at six sanctuaries that document baseline conditions needed to evaluate the status and trends of living marine, water quality, habitat, and maritime heritage resources.

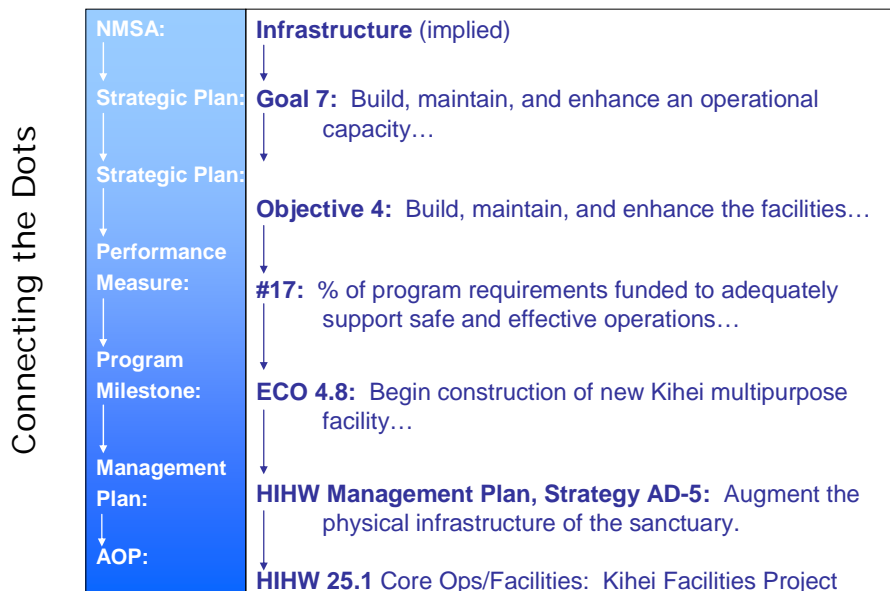
### 2.1.6 Site-Specific Performance Measures

Management plan performance measures evaluate the performance of site-specific management efforts. Individual sanctuaries typically develop or refine these measures during the management plan review process. Many of these measures link to the NMSP program measures and support the Program's goals and objectives. As such, site-specific measures often provide much of the performance data needed to support the NMSP program measures. See Figures 1 and 2 for graphic representations of how these linkages occur. An *Evaluation Action Plan* or equivalent sections within the revised management plan identifies how each measure is tracked, the site staff responsible for tracking the measures, and how performance data will be reported.

**Figure 1: Examples of NMSP Performance Tools**



## Examples Of Linkages



**Figure 2: Connections Among NMSP Performance Tools**





## 2.2 Background

### 2.2.1 *Why Performance Evaluation Matters*

Performance evaluation is not a new idea. Private sector companies, small businesses, state-funded initiatives such as grant programs, and federal agencies have been collecting, analyzing, and using performance data for decades. Some of these organizations have been more successful than others at applying performance data to management, but generally speaking, most entities that have engaged in evaluation recognize its multiple benefits. Such benefits include:

- Highlighting successful (or not so successful) efforts of site management;
- Keeping the public, government, and other interested parties apprised of organizational effectiveness;
- Helping managers identify management gaps so they may better manage their resources;
- Improving accountability;
- Improving communication among staff, stakeholders and the general public;
- Fostering the development of clear, concise and, whenever appropriate, measurable outcomes;
- Providing a means for managers to comprehensively evaluate their organizations in the short, mid and long terms;
- Fostering an internal focus on problem-solving and improved performance;
- Providing additional support for the resource-allocation process; and
- Motivating staff with clear policies and a focused direction.

### 2.2.2 *History of NMSP Performance Evaluation*

For the NMSP, evaluating performance as part of the regular cycle of management is a relatively new concept. Although periodic external program reviews have taken place over the course of the NMSP's existence, a process for integrating an internal performance evaluation system has only recently been considered. With the NMSP's new focus on the management plan review process, the importance of this system was elevated and the fact that very little had been done to measure program performance was an issue staff (both from site and headquarters), Sanctuary Advisory Councils, and the public recognized as one that should be addressed.

In 2000, NMSP headquarters staff began working on models for integrating performance measurement into the management plan review process as well as for evaluating overall performance of the national program. The idea behind these models was simple, but implementing them has been challenging due to the inherent challenges of performance evaluation (developing quantifiable outcome-based targets, projecting outward for results, estimating needs, etc.). Two primary tools emerged: 1) program performance measures; and 2) site-specific performance measures. However, with the development of the 19 program performance measures and the site-specific measures identified in several draft management plans, the NMSP is now establishing a baseline of performance information that can be used to influence management and budget decision making.

## 2.3 The Current Program Performance Measures

In 2004, the NMSP completed the Program Assessment Rating Tool (PART), a government-wide performance evaluation process implemented by the Office of Management and Budget (OMB). The PART's primary function is to determine whether federal programs are meeting the mandated requirements identified for them in their enabling legislation and if mechanisms are in place to track their progress in doing so (namely, performance measures). Emphasis is placed on mechanisms that measure outcomes (results) rather than outputs (products or services).

The NMSP was "PARTed" with the Marine Protected Area Center (MPAC) under the rubric "NOAA Protected Areas Program." Although efforts to develop and track sanctuary performance were well underway at the time of the PART, these efforts focused on site-specific activities (via the management plan review process). Two "program-level" performance measures were submitted annually to NOS as part of the annual budget review, but were particularly inadequate, prompting OMB to strongly urge the NMSP to develop new program performance measures and/or identify areas where outcomes were already being tracked.

After several iterations, eight new program performance measures were developed by NMSP staff and formally submitted to OMB with the PART. Of these eight, three were outcome based and five were output or efficiency based, but directly supported the outcome measures. OMB supported these measures and the accompanying narrative of the Protected Areas Program PART and issued a score of "68 – Adequately Performing" (see [www.whitehouse.gov/omb/expectmore/summary.10002052.2205.htm](http://www.whitehouse.gov/omb/expectmore/summary.10002052.2205.htm) for the complete Protected Areas PART).

Following final submission of the PART in summer 2004, NMSP staff recognized that the eight performance measures included with the official response did not adequately represent the Program's diverse mandates and the core management functions designed to implement those mandates. Over the next year, eleven new measures were developed to better represent the wide range of activities the NMSP employs to achieve its goals and objectives (see Appendix A). These measures were both outcome and output-based and, when combined with the eight submitted to OMB during the PART, provide a representative indication of how the NMSP is meeting its mandates.

One of OMB's recommendations for future action was for the NMSP to "ensure that [performance measure] targets and timeframes remain ambitious." The action plan in Section 4 of this document identifies the specific Program activities required to meet this recommendation.

## 2.4 Tracking, Reporting and Updating Process

In order to monitor the progress of the 19 program performance measures (PPMs) with regularity and consistency, an annual tracking, reporting, and updating process is necessary.

Each responsible party (see section 3.2) will annually provide updated information on the status of the specific activities underway to achieve the associated program performance measure. Status is determined by the progress of each activity relative to annual benchmarks identified for each program performance measure. Any relevant information associated with the achievement

or lack of achievement of the annual benchmark should be included in the annual reporting. How this information is collected, when it is collected, how it is analyzed, and how it is characterized are all part of the tracking plan prepared for each PPM. See Section 3.2 for the tracking plan associated with each program performance measure.

At the end of each fiscal year, the information will be compiled and reviewed by the Strategic Planning and Program Integration Team. This will be a continuous annual process, as shown in Figure 3. The annual results will be published in a stand alone online document (an Annual Progress Report), and in a more concise format in the State of the Sanctuary Report.

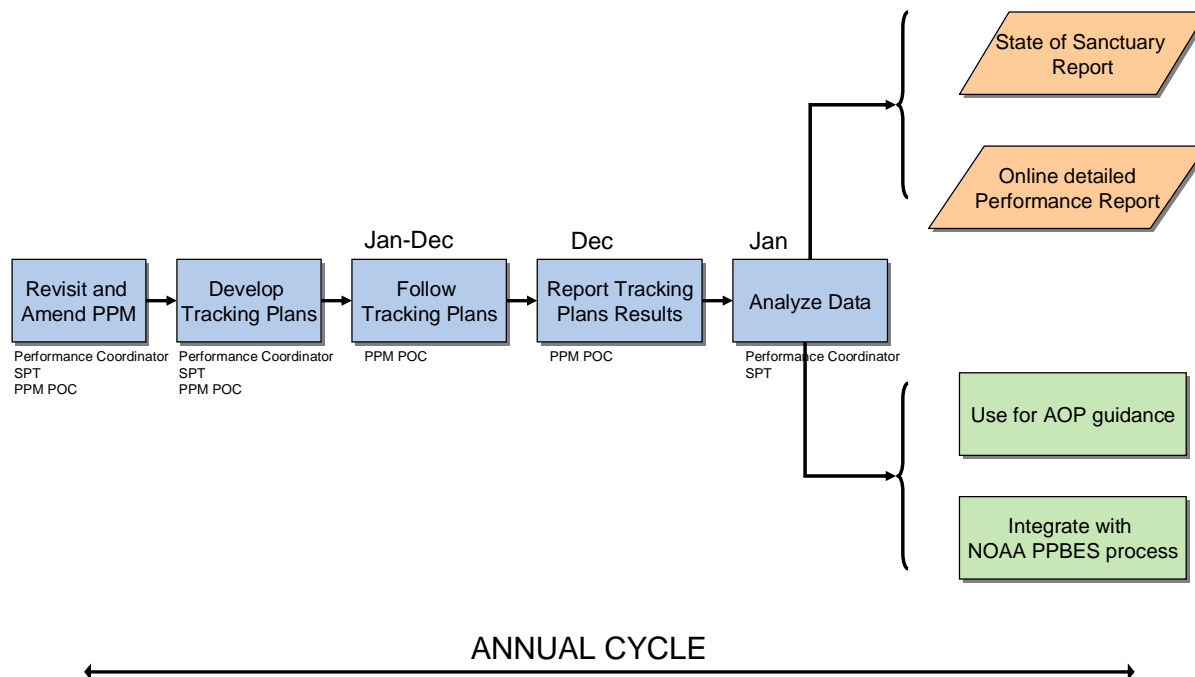
Figure 3 also shows a biannual process for revising existing or developing new PPMs. As each PPM is completed, new ones are identified or as experience shows that a particular PPM needs to be amended or retired, the NMSP will revisit the suite of PPMs. The program expects to revisit the current PPMs in 2007. For example, the program is likely to develop “efficiency” measures in response to the PART requirements.

Performance measure reporting will guide, in part, the development of program Annual Operating Plans (AOPs) and AOP guidance. The Performance Evaluation Coordinator will recommend that emphasis be given to AOP activities addressing necessary progress toward meeting the PPMs, in particular those PPMs that are monitored by the OMB in the PART process as well as those with targets that are due in the upcoming fiscal year. The program leadership will also be alerted of any performance measures that are falling behind and are not on track to meet the targets in future years.

In addition to supporting the NMSP’s internal performance reporting efforts, the annual collection of performance data will greatly enhance the Program’s ability to respond to incoming requests from other entities within and outside of the Agency, such as the Department of Commerce and NOAA, and NOS budget offices, and the Office of Management and Budget. Regular performance data collection will also improve the NMSP’s capacity to integrate ongoing Program’s efforts at performance management within the Program Planning Budget and Execution System (PPBES) process.

**Figure 3: The Tracking, Reporting, and Updating Process**

## Performance Tracking, Reporting and Updating Cycle National Marine Sanctuary Program



## 2.5 Responsible Parties

Table 1 identifies the parties responsible for tracking the progress of the current 19 program performance measures. It is the duty of each of these parties to 1) ensure that the description for each measure adequately conveys the specific activities that are to occur in order to acquire meaningful performance data (i.e., data that clearly demonstrates the performance measure is or is not being achieved); 2) ensure that performance data is collected often enough so that an informed decision can be made about the status of the associated performance measure; and 3) ensure that the final analysis of this data is characterized in a way that conforms with the program template and is returned to the Strategic Planning and Program Integration Team by the time specified.

**Table 1: Program performance measures and associated responsible parties**

Program Performance Measure			Responsible Party
PART Performance Measures	1	Number of sites in which <b>water quality</b> , based on long-term monitoring data, is being maintained or improved.	National Programs: Alexander POC: Gittings/Tartt
	2	Number of sites in which <b>habitat</b> , based on long-term monitoring data, is being maintained or improved.	National Programs: Alexander POC: Gittings/Tartt
	3	Number of sites in which select <b>living marine resources (LMRs)</b> , based on long-term monitoring data, are being maintained or improved.	National Programs: Alexander POC: Gittings/Tartt
	4	By 2015, 100% of the sanctuary system adequately <b>characterized</b> .	National Programs: Alexander POC: Gittings/Tartt
	5	By 2007, 100% of NMSP <b>permits</b> are handled timely and correctly.	Conservation Policy and Planning: Moore POC: Bizot
	6	By 2010, all <b>education</b> programs implemented in national marine sanctuaries will be assessed for effectiveness against stated program goals and objectives and National Science Education Standards.	Education Crosscut: Martin POC: Martin
	7	By 2015, 100% of known <b>historical, cultural and archaeological resources</b> within each national marine sanctuary boundary will be inventoried within the NOAA's ARCH database.	MHR Program: Broadwater POC: Terrell/Broadwater
Program Performance Measures (non-PART)	8	By 2015, increase by 20% public <b>awareness</b> of national marine sanctuaries and the sanctuary system.	Communications Development: Stout POC: Murphy
	9	By 2017, 100% of <b>marine zones</b> or networks of zones have methods implemented to assess their effectiveness.	National Programs: Alexander POC: Ehler/Gittings
	10	By 2010, all sites have implemented a cooperative <b>enforcement</b> program and are able to demonstrate results based on stated goals and objectives.	National Programs: Alexander POC: Symons
	11	By 2010, increase by 25% the number of <b>volunteer</b> hours dedicated to NMSP science, public awareness and resource protection activities.	Communications Development: Stout POC: Murphy
	12	By 2008, the NMSP is assessing the effectiveness of all significant <b>partnerships</b> across the sanctuary system.	Communications Development: Stout POC: Murphy
	13	Complete final <b>management plans</b> for all sites currently in management plan review by 2008.	Conservation Policy and Planning: Moore POC: Lindelof

Program Performance Measure			Responsible Party
Program Performance Measures (non-PART)	14	By 2010, decrease the average length of time to complete a final <b>management plan</b> to 36 months.	Conservation Policy and Planning: Moore POC: Lindelof
	15	By 2010, <b>Sanctuary Advisory Councils</b> will provide significant input on 150 priority projects across the NMSP	Conservation Policy and Planning: Moore POC: Brubeck
	16	By 2015, all infrastructure needs are funded to adequately support safe and effective <b>operations</b> .	Directors Office: Basta POC: Lillestolen
	17	By 2010, five new collaborative projects with either new or existing <b>international</b> partnerships will be initiated and demonstrating protection of the marine environment.	Conservation Policy and Planning: Moore POC: Moore
	18	By 2008, all national marine sanctuaries (excluding Monitor NMS) will be trained in the use of <b>SHIELDS</b> and its components (e.g., RUST).	National Programs: Alexander POC: Symons/Overfield
	19	By 2017, all sanctuaries will have monitoring programs with an observing system component that adequately track the status and trends of sanctuary resource conditions.	National Programs: Alexander POC: Gittings/Tartt
Potential new PART Efficiency Measures	20	By 2012, the NMSP will increase by 30% the amount of <b>advertising dollars</b> leveraged by each dollar spent by the NMSP outreach budget on media relations.	Communications Development: Stout POC: Murphy
	21	By 2011, operational “ <b>Days at Sea</b> ” (DAS) on NMSP small boats will increase six-fold with less than a 10% increase in total DAS costs.	Directors Office: Basta POC: Lillestolen

## 2.6 Management Plan Review

During management plan review, each site develops a set of site-specific performance measures that are used over time to track the efficacy of the site in meeting its goals and objectives. Site performance measures are not designed to feed directly in the program performance measures. Rather, they are linked to the site goals and objectives, which are based on the Program goals and objectives. The site performance measures are used to evaluate a site’s progress toward meeting the goals and objectives of the site as stated in the management plan.

### 3 PERFORMANCE MEASURE TRACKING PLANS

#### 3.1 Measuring Water Quality Performance

*Number of sites in which water quality, based on long-term monitoring data, is being maintained or improved.*

Reporting responsibility: National Science Coordinator

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
1994	Baseline	1
2000	4	4
2005	6	6
2010	9	
2015	12	

Measurement description and procedure:

Water quality is an indicator of the sanctuary system's ability to maintain sanctuary habitat and ecological services. This measure assesses the status of water quality using such indicators as stressors, eutrophic condition, risks to human health and human impacts. These indicators are based on standards established by local, regional, and national institutions and agencies and can vary across the system and within specific sanctuaries. The NMSP and independent evaluators (universities, research institutions and environmental consultants) evaluate data to determine whether the condition is improving, remaining stable (maintaining), or deteriorating.

By the end of 2007, all sites managed by the NMSP will have in place a report on the condition of sanctuary resources in four categories – water, habitat, living resources, and archaeological resources. Each of these categories has between three and six questions, each of which is rated according to status (good to poor) and trend (improving, stable, or declining). Each year the sites will review the current status report and decide whether new available information changes the rating of status or trend for each resource question and category. Sites shall report each year on all four categories, stating whether the conditions of resources in that category are being maintained or improved. Any reports of declining condition within a category require a negative report for that category. In other words, in order for a site to conclude that water quality is being maintained or improved, no reports of declining trends may exist for any of the three questions specific to water quality in the report. These questions are:

- Are specific or multiple stressors including changing oceanographic and atmospheric conditions, affecting water quality?
- What is the eutrophic condition of sanctuary waters and how is it changing?
- Do sanctuary waters pose risks to human health?

If there is no data available, it will be assumed that the water quality is being maintained. The fourth question, which relates to levels of human activity that might affect water quality, is not included in this rating because it is possible for increasing levels of human activity to occur without affecting water quality.

Determining the final target measure:

Obtaining monitoring data sufficient to document long-term trends and best inform management requires comprehensive monitoring over extended periods of time. Targets were established based on the year of sanctuary designation, the environmental and socio-political complexity of the site, and time required to implement and conduct a monitoring program and report on results (approximately 10 years).

The timeline for gathering the data necessary to report on this measure is as follows:

- August – Research Coordinator input provided to Science Council
- September – Performance measure progress report prepared by Science Council
- October – Report annual information to the Performance Evaluation Coordinator
- November – Report and AOP recommendations to ET for review
- January – Annual RC meeting site presentations and discussion on trends in condition report, and on actions underway to address declining trends
- March – Annual AOP guidance distributed

Responsibilities:

1. National Programs Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

2. The Research Coordinators

- Conduct annual evaluation of the accuracy of condition reports and report to the Science Council on trends found within each resource category.
- Ensure that appropriate actions are proposed within the site AOPs to address declining trends and evaluate whether previous actions have been effective

3. The Science Council

- Compiles site-based evaluations and prepares a report for the ET regarding progress towards this performance measure
- Prepares recommendations on AOP guidance for the ET

4. The National Science Coordinator

- Works with the Science Council to prepare the report for the ET on performance measure progress
- Is responsible for recommending AOP guidance to the ET

5. The Executive Team



- Considers recommendations
- Converts recommendations to annual guidance for AOP development.

### 3.2 Measuring Habitat Protection Performance

*Number of sites in which habitat, based on long-term monitoring data, is being maintained or improved.*

Reporting responsibility: National Science Coordinator

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
1994	Baseline	1
2000	3	3
2005	5	10
2010	9	
2015	12	

Measurement description and procedure:

This measure assesses the status of habitat based on indicators of abundance and distribution, structure, contaminant levels and human impacts. The NMSP and independent evaluators (universities, research institutions, SAC research subcommittees, and environmental consultants) evaluate data to determine whether condition is improving, remaining stable (maintaining), or deteriorating. Some indicators such as invasive species or climate change may affect more than one performance measure (e.g., habitat quality and living marine resources); in that case, these indicators are reported on for each measure.

By the end of 2007, all sites managed by the NMSP will have in place a report on the condition of sanctuary resources in four categories – water, habitat, living resources, and archaeological resources. Each of these categories has between three and six questions, each of which is rated according to status (good to poor) and trend (improving, stable, or declining). Each year the sites will review the current status report and decide whether new available information changes the rating of status or trend for each resource question and category. Sites shall report each year on all four categories, stating whether the conditions of resources in that category are being maintained or improved. Any reports of declining condition within a category require a negative report for that category. In other words, in order for a site to conclude that habitat quality is being maintained or improved, no reports of declining trends may exist for any of the three questions specific to habitat quality in the report. These questions are:

- What is the abundance and distribution of major habitat types and how is it changing?
- What is the condition of biologically structures habitats and how is it changing?
- What are the contaminant concentrations in sanctuary habitats and how are they changing?

If there is no data available, it will be assumed that the habitat quality is being maintained. The fourth question, which relates to levels of human activity that might affect habitat quality, is not included in this rating because it is possible for increasing levels of human activity to occur without affecting habitat quality.

Determining the final target measure:

Obtaining monitoring data sufficient to document long-term trends and best inform management requires comprehensive monitoring over extended periods of time. Targets were established based on the year of sanctuary designation, the environmental and socio-political complexity of the site, and time required to implement and conduct a monitoring program and report on results (approximately 10 years).

The timeline for gathering the data necessary to report on this measure is as follows:

- August – Research Coordinator input provided to Science Council
- September – Performance measure progress report prepared by Science Council
- October – Report annual information to the Performance Evaluation Coordinator
- November – Report and AOP recommendations to ET for review
- January – Annual RC meeting site presentations and discussion on trends in condition report, and on actions underway to address declining trends
- March – Annual AOP guidance distributed

Responsibilities:

1. National Programs Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

2. The Research Coordinators

- Conduct annual evaluation of the accuracy of condition reports and report to the Science Council on trends found within each resource category.
- Ensure that appropriate actions are proposed within the site AOPs to address declining trends and evaluate whether previous actions have been effective

3. The Science Council

- Compiles site-based evaluations and prepares a report for the ET regarding progress towards this performance measure
- Prepares recommendations on AOP guidance for the ET

4. The National Science Coordinator

- Works with the Science Council to prepare the report for the ET on performance measure progress
- Is responsible for recommending AOP guidance to the ET

5. The Executive Team

- Considers recommendations

- Converts recommendations to annual guidance for AOP development

### 3.3 Measuring Living Marine Resources Protection Performance

*Number of sites in which living marine resources (LMRs), based on long-term monitoring data, is being maintained or improved.*

Reporting responsibility: National Science Coordinator

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
1994	Baseline	1
2000	4	4
2005	6	6
2010	9	
2015	12	

Measurement description and procedure:

This measure assesses the status of living marine resources based on indicators of biodiversity, key species, extracted species, invasive species, health and human impacts. The NMSP and independent evaluators (universities, research institutions SAC research subcommittees, and environmental consultants) evaluate data to determine whether the condition is improving, remaining stable (maintaining), or deteriorating. Some indicators such as invasive species or climate change may affect more than one performance measure (e.g., habitat quality and living marine resources); in that case, these indicators are reported on for each measure.

By the end of 2007, all sites managed by the NMSP will have in place a report on the condition of sanctuary resources in four categories – water, habitat, living resources, and archaeological resources. Each of these categories has between three and six questions, each of which is rated according to status (good to poor) and trend (improving, stable, or declining). Each year the sites will review the current status report and decide whether new available information changes the rating of status or trend for each resource question and category. Sites shall report each year on all four categories, stating whether the conditions of resources in that category are being maintained or improved. Any reports of declining condition within a category require a negative report for that category. In other words, in order for a site to conclude that living resource quality is being maintained or improved, no reports of declining trends may exist for any of the five questions specific to living resource quality in the report. These questions are:

- What is the status of biodiversity and how is it changing?
- What is the status of environmentally sustainable fishing and how is it changing?
- What is the status of non-indigenous species and how is it changing?
- What is the status of key species and how is it changing?
- What is the condition or health of key species and how is it changing?

If there is no data available, it will be assumed that the living marine resources are being maintained. The sixth question, which relates to levels of human activity that might affect living resource quality, is not included in this rating because it is possible for increasing levels of human activity to occur without affecting living resource quality.

Determining the final target measure:

Obtaining monitoring data sufficient to document long-term trends and best inform management requires comprehensive monitoring over extended periods of time. Targets were established based on the year of sanctuary designation, the environmental and socio-political complexity of the site, and time required to implement and conduct a monitoring program and report on results (approximately 10 years).

The timeline for gathering the data necessary to report on this measure is as follows:

- August – Research Coordinator input provided to Science Council
- September – Performance measure progress report prepared by Science Council
- October – Report annual information to the Performance Evaluation Coordinator
- November – Report and AOP recommendations to ET for review
- January – Annual RC meeting site presentations and discussion on trends in condition report, and on actions underway to address declining trends
- March – Annual AOP guidance distributed

Responsibilities:

1. National Programs Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

2. The Research Coordinators

- Conduct annual evaluation of the accuracy of condition reports and report to the Science Council on trends found within each resource category.
- Ensure that appropriate actions are proposed within the site AOPs to address declining trends and evaluate whether previous actions have been effective

3. The Science Council

- Compiles site-based evaluations and prepares a report for the ET regarding progress towards this performance measure
- Prepares recommendations on AOP guidance for the ET

4. The National Science Coordinator

- Works with the Science Council to prepare the report for the ET on performance measure progress
- Is responsible for recommending AOP guidance to the ET

5. The Executive Team

- Considers recommendations
- Converts recommendations to annual guidance for AOP development

### 3.4 Measuring Characterization Performance

*By 2015, 100% of the sanctuary system is adequately characterized.*

Reporting responsibility: National Science Coordinator

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2002	Baseline	55%
2004	70%	63%
2006	80%	85%
2008	90%	
2015	100%	

Measurement description and procedure:

Managing the use and protecting the resources within the National Marine Sanctuaries requires an understanding of these resources and the processes that affect them. Such an understanding is the purpose of conducting characterization activities and developing site characterizations for each National Marine Sanctuary. As required by the National Marine Sanctuary Act and the findings of Congress, each national marine sanctuary shall develop adequate site characterizations to support the management of that site and to support the management of the national marine sanctuary system.

For the NMSP, site characterizations are records of information describing natural and cultural resources, biological and physical processes, as well as the human dimensions of sanctuaries and the ecosystems that contain them. Characterizations are the basic bodies of data on which we build all conservation science data, research, and monitoring. Characterization information serves an integral role in the evolving Conservation Science Program of the NMSP, which is based on a conservation science approach to conduct, sponsor, and facilitate research that is fundamental to understanding the nature and uses of natural and cultural resources in marine sanctuaries.

In developing site characterizations for each NMS, a distinction must be made. The requirement defined in this performance measure is to develop adequate characterizations and resource inventories to support the management of each sanctuary. The process of characterization for adaptive management goes well beyond this and addresses issues of increasing complexity and decreasing scale as the sanctuary increases its ability and effectiveness as a resource management organization. This performance measure is designed to track and assist in the evaluation of NMSP progress towards adequate characterizations. To that end, a distinction must be made between “adequate characterizations” and “characterizations for adaptive management.” The following should be used to define that difference.



*Adequate Characterization* - a collection of information that documents the presence and distribution of key resources (cultural and natural) and processes (biological and physical), as well as profiles of the human dimension (socioeconomics, maritime heritage, pressures on resources, etc.) that influence those resources and processes within a sanctuary. Adequate characterizations provide the basic building block of the knowledge base for each sanctuary as it matures through its lifecycle and reaches the ultimate phase of Adaptive Management. Guiding the development of these characterizations are several key documents, including the NMSP Strategic Plan, the System-Wide Monitoring (SWiM) framework, and site management plans.

The operational definition for this effort of adequate characterizations is as follows:

An **adequate characterization** provides sufficient information to support basic management responsibilities and decision making in the following areas: emergency response, damage assessment, permitting, enforcement, monitoring of key resources and parameters, education and outreach, identification of priority science needs and the development of site management plans and environmental impact statements.

*Characterization for Adaptive Management* is a process by which site characterizations are expanded and improved based on site specific management issues typically *identified* in Phase Five of the NMSP lifecycle and *addressed* in Phase Six. In Phase Six, the ultimate development phase of a sanctuary, a site continuously refines its sanctuary management processes, generally on an issue-by-issue basis, and management strategies are evaluated and adapted to incorporate new information developed through research and monitoring activities. These activities provide for a better understanding of the resources, processes and human dimensions of a site and bolster the scope and depth of site characterizations.

#### Determining the final target measure.

For each sanctuary, a characterization profile will be used to document the status of characterization information as well as identify gaps that need to be addressed. These profiles are composed of seven major components, which currently are oceanography, water quality, habitat, LMR, maritime heritage, anthropogenic influences, and bibliography (this list may be revised in the future). Each year, research coordinators will evaluate and score their site relative to each major component. The scores will be recorded as percentages. A total score for the NMS system will be established by summing scores from across the program.

Each site profile will be reviewed annually (August) by the site research coordinator. Results from projects completed that fiscal year and plans for the upcoming year will be added to the site profile and evaluations of each major category of the site characterization will be conducted. Based on this annual evaluation, revisions will be made to the scores for major categories of the site characterizations where necessary. These updated scores will be used to demonstrate annual progress towards the measure as well as guide the development of recommendations from the Science Council for the ET to consider for inclusion in AOP guidance for the following year.

The timeline for gathering the data necessary to report on this measure is as follows:

- August – Research Coordinator input provided to Science Council
- September – Performance measure progress report prepared by Science Council
- October – Report annual information to the Performance Evaluation Coordinator
- November – Report and AOP recommendations to ET for review
- January – Annual RC meeting site presentations and discussion on characterization efforts and progress, and plans to address gaps
- March – Annual AOP guidance distributed

Responsibilities:

1. National Programs Branch Chief
  - Responsible for the overall tracking and reporting on this measure as required by the program
  - Elevates issues or concerns relating to achievement of this measure to the ET and LT.
2. The Research Coordinators
  - Report annually on status of completed and planned characterization activities
  - Provide an evaluation on progress towards site specific characterization profile target
3. The Science Council
  - Compiles site-based evaluations on progress towards site specific characterization profile targets
  - Prepares recommendations on AOP guidance for the ET
4. The National Science Coordinator
  - Works with the Science Council to prepare the report for the ET on performance measure progress
  - Is responsible for recommending AOP guidance to the ET
5. The Executive Team
  - Considers recommendations
  - Converts recommendations to annual guidance for AOP development.

### 3.5 Measuring Permitting Performance

*By 2007, 100% of permits are being issued timely and correctly.*

Reporting responsibility: Conservation Policy and Planning Branch Chief

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures: The annual target measures for the percent of permits issued timely and correctly are presented in the following table:

Year	Target	Actual
2000	Baseline	
2001	10%	
2002	20%	
2003	30%	
2004	40%	
2005	60%	
2006	80%	64%
2007	100%	

Measurement description and procedure:

According to the performance measure description and goals, once every calendar year the program must determine how well it is meeting its goal of issuing permits timely and correctly. 30 days prior to the date this measurement is due (approximately December 1), the national permit coordinator will print off information from the OSPREY permitting database on all permits, amendments, and authorizations (collectively, “permits”) issued the previous 12 months. This information will be analyzed to see if these permits were issued both timely and correctly using the following criteria:

*“Timely”:*

The National Permitting Guidelines outline the timeframes in which permits should be issued – the time frame varies depending on the class of permit and the level of environmental analysis required. Each OPSREY permit record will have the date the application was received and the date the permit was issued. A permit must have been issued in the time frame called for in the national guidelines in order to meet the “timely” portion of this measure. These timelines are currently under review by the permitting staff; as new issuance standards are developed, permits will be subject to the new requirements upon implementation.

*“Correctly”:*

There are many steps in the preparation and issuance of a permit, including required minimum entries in the OSPREY database, decision memos documenting the program’s statutory compliance and decision-making, and the permit itself. In order to make this

assessment of these documents consistent and measurable, criteria have been developed by which to assess the quality of an OSPREY record, decision memo, and permit (attached). There are 10 elements by which to grade each OSPREY record, 7 elements for the associated permit, and 3 elements for the decision memo. Each element is worth a point. To satisfactorily pass the “correctly” portion of the measurement, a minimum score of 8/10 points is needed for an OSPREY record, 6/7 points for a permit, and 2/3 points for the decision memo. Failure to meet this threshold for one of any of the three lists of criteria will result in that permit not meeting the measure.

An individual permit must meet *both* the timely and correctly portions of the measurement to successfully meet requirements. Failure to meet one or both of these elements will result in non-attainment of this measure for that particular permit.

Examples of permit measurement:

1. A permit is issued in 10 days, which is within the current 60 day requirement. The permit therefore passes the “timely” criterion. The OSPREY record for this permit receives 9 out of 10 points, and the permit receives 7 out of 7 points, and the decision memo for this record receives 2 out of 3 points. The permit therefore meets the “correctly” criterion, and is counted as meeting the performance measure.
2. A permit is issued in 46 days, which is within the 60 day requirement. The permit therefore passes the “timely” criterion. The OSPREY record for this permit receives 9 out of 10 points, the permit receives 6 out of 7 points, but no decision memo was issued (zero points). The permit therefore fails the “correctly” criterion, and therefore fails to meet the performance measure.
3. A permit is issued 83 days after the application was complete and environmental documentation finished. This is beyond the current 60 day permit issuance requirement. The permit fails the “timely” criterion, and therefore does not meet the performance measure.

#### Determining the program’s overall attainment percentage:

To determine overall program success at meeting this measure, the national permit coordinator will divide the number of permits/records that meet the measure as described above by the total number of permits/records issued. The result is the number of permits issued timely and correctly for the previous year (e.g., if 80 of the 100 permits issued the previous 12 months pass the measure, the program’s reported success rate would be reported as 80%).

Initially, all permits issued within the previous 12 months will be included in this measurement; however, in the long term, as the number of permits increase, it may be necessary to instead select and grade a smaller, significantly relevant sampling of all qualifying permits/records in order to decrease the time and effort involved in making this measurement. This determination will be made prior to a given year’s measurement.

As this sort of review of permits and permitting records has not been done in the past, the criteria used to determine this measure is the program’s best initial effort at how to measure the relevant

information. The national permit coordinator will seek and incorporate feedback from permitting staff over time in order to edit and improve the criteria so ensure that results best representing the quality of program permits are reported for this measure.

#### Reporting Procedure:

Annually before the end of each fiscal year (September 30<sup>th</sup>), the National Permit Coordinator will compile data from the OSPREY database and determine which permit applications met the performance requirements. The National Permit Coordinator will provide the information from all sites to the Performance Evaluation coordinator around October 15<sup>th</sup>.

#### Responsibilities:

##### 1. Conservation Policy and Planning Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

##### 2. National Permit Coordinator

- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, tools, instruction, and feedback to the sites to increase the quality of permitting performance.
- Periodically report to the Conservation Policy and Planning Branch Chief and the performance evaluation coordinator on program progress on this measure and any national or program-wide actions required to help improve performance.
- Jointly responsible (along with the sites) for the correct and timely issuance of Class C permits.

##### 3. Site Permit Staff:

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Issue, to the best of their ability, Class A and B permits correctly and timely in accordance with the permitting guidelines.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

##### 4. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site permit and resource protection staff appropriate resources, support, time, and training to be able to issue permits correctly and timely for their site.
- Elevate concerns about this measure to the Regional Superintendents/ET.

**PERMIT PERFORMANCE MEASURE REVIEW CRITERIA****REVIEW CRITERIA FOR OSPREY RECORDS**

(Minimum, critical fields to be completed – worth 1 point each)

1. Applicant name and complete address filled in correctly?
2. Project title complete?
3. Correct permit class and type selected?
4. Are direct, indirect, cumulative impacts documented?
5. Impacts thresholds, if applicable, documented?
6. Correct NEPA citation selected with appropriate explanation?
7. All required interagency consultations and regulatory review criteria complete?
8. Permit dates filled in?
9. Permitted location and activity information complete?
10. Minimum events tracking used (e.g., application received, permit issued)?

**REVIEW CRITERIA FOR HARDCOPY PERMITS/AUTHORIZATIONS/AMENDMENTS**

1. Is a copy of the permit in the file?
2. Is permit in correct format using correct template?
3. Is permit on appropriate letterhead?
4. Is permitted activity description sufficiently clear and detailed and tied to the prohibited activity?
5. Is location sufficiently detailed for the project and precise enough to be enforceable?
6. Are special conditions clear, appropriate to the project, and easily understandable?
7. Are the pre-approved general conditions being used?

**REVIEW CRITERIA FOR DECISION MEMOS**

1. Is a copy of decision memo on file at HQ?
2. Does decision memo include sufficient information for all appropriate consultations and thresholds?
3. Was the decision memo signed by the reviewer on the same date or prior to permit issuance?

### 3.6 Measuring Education Performance

*By 2010, all education programs implemented in national marine sanctuaries will be assessed for effectiveness against stated program goals and objectives and National Science Education Standards.*

Reporting responsibility: National Education Coordinator

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Targets	Actual
2004	5%	Baseline
2006	25%	25%
2008	65%	
2010	100%	

Measurement description and procedure:

According to the performance measure description, once every year the measure must be assessed to assure that it is meeting its goals and objectives to be fully implemented by 2010. Each education program will have its own definable objectives and measures to reach the overall education mission “to increase ocean literacy and conservation through national marine sanctuaries”.

The goals for the National Marine Sanctuary Program Education Team are as follows:

- Establish education management excellence
- Empower ocean stewardship and conservation
- Increase ocean literacy
- Cultivate strategic partnerships

#### *PART Performance*

The National Marine Sanctuary Program is mandated to enhance public awareness, understanding and appreciation of the marine environment. "Ocean literacy" is the awareness and understanding of a set of fundamental ideas about the ocean. Analysis of benchmark environmental literacy rates by independent research groups indicates that citizens have only a superficial knowledge of the ocean. Based on this analysis, the NMSP has established a set of ocean literacy evaluation questions. These questions have been tested by external reviewers to ensure that results are reliable and valid.

Through PART, the NMSP adopted as its performance measure an increase by 20% in the ocean literacy rates of program participants compared to the general student population. A 20% increase in knowledge is the difference in two letter grades on the standard grading scale (the

difference between an “A” and “C” level performance). Furthermore, most participants will participate in stewardship actions as part of their sanctuary education experience. Systematic evaluation will document how many participants participate in stewardship activities during their education experience, what types of activities they were involved in (e.g., monitoring, restoration), and what physical changes they made to the watershed.

#### *Link to stewardship behavior*

Finally, to evaluate the likelihood of students’ engagement in future stewardship behaviors to protect and conserve the ocean, the education evaluation measures participants’ characteristics that have been shown to be connected to environmental stewardship behavior. The characteristics include: environmental sensitivity, knowledge of ecology, knowledge of environmental issues, sense of personal responsibility, knowledge of environmental action strategies, and intention to protect the ocean. Again, the evaluation plan is based on valid and reliable measures based on the Hungerford and Volk (1990) model that has been successfully used in the evaluations of other environmental education programs (Ajzen & Fishbein, 1980; Kraemer et al., 2002; Nowak et al., 1995; and Zint et al., 2002).

To achieve the ability to measure an increase in ocean literacy and conservation of education program participants, the NMSP adopted in 2006 an interim performance measure: “all education programs implemented in national marine sanctuaries will be assessed for effectiveness against stated program goals and objectives and appropriate National and State education standards.” This output measure is a mechanism by which the sanctuary program can track the implementation of the rigorous evaluation plan which will provide the necessary data to demonstrate overall effectiveness through its education outcome measure.

#### *Interim targets*

There are a number of specific steps that the education program is taking to ultimately achieve its PART measure through achievement of the interim performance measure. Discrete programmatic efforts include further research in and refinement of ocean literacy evaluation questions (ongoing); testing and implementation of ocean literacy evaluation questions in select education activities; development of an online evaluation resource library; implementation of a pilot evaluation program; development of an evaluation training program; education staff training in evaluation and measuring program effectiveness; implementation system-wide of evaluation program.

Target milestones are defined below:

<b>Milestone</b>	<b>Target Completion Date</b>	<b>Status</b>
1. Initial (beginning level) evaluation training of all education coordinators.	Spring 2004	Completed
2. Research and development of initial ocean literacy and conservation evaluation questions.	Winter 2004	Completed
3. Testing and implementation of ocean literacy evaluation questions in education programs	Ongoing	Ongoing



4. Analysis of results from testing and implementation of ocean literacy evaluation questions	Spring 2007	Not started
5. Development of an online evaluation resource library.	February 2007	On track
6. Implementation of pilot evaluation program in Bay Watershed Education and Training program.	October 2007	On track
7. Research and refinement of ocean literacy evaluation questions	Ongoing; refinement due Oct 2007 and annually thereafter	Not started
8. Development of an evaluation training program.	Oct 2007	Not started
9. Pilot testing of the evaluation training program.	Winter 2007	Not started
10. Evaluation training of all education coordinators.	Spring 2008	Not started
11. Analysis of pilot evaluation program (BWET).	Spring 2008	Not started
12. Dissemination of final (working) ocean literacy and conservation evaluation questions to all education coordinators.	September 2008	Not started
13. Implement evaluation of 12% of all education programs and activities. (Percentage based on total education dollars spent.)	1 <sup>st</sup> Quarter 2009	Not started
14. Implement evaluation of 25% of all education programs and activities. (Percentage based on total education dollars spent.)	2 <sup>nd</sup> Quarter 2009	Not started
15. Implement evaluation of 37% of all education programs and activities. (Percentage based on total education dollars spent.)	3 <sup>rd</sup> Quarter 2009	Not started
16. Implement evaluation of 50% of all education programs and activities. (Percentage based on total education dollars spent.)	4 <sup>th</sup> Quarter 2009	Not started
17. Implement evaluation of 62% of all education programs and activities. (Percentage based on total education dollars spent.)	1 <sup>st</sup> Quarter FY2010	Not started
18. Implement evaluation of 75% of all education programs and activities. (Percentage based on total education dollars spent.)	2 <sup>nd</sup> Quarter 2010	Not started
19. Implement evaluation of 87% of all education programs and activities. (Percentage based on total education dollars spent.)	3 <sup>rd</sup> Quarter 2010	Not started
20. Evaluation of all 100% NMSP education programs and activities. (Percentage based on total education dollars	September 30, 2010	Not started

spent.)		
21. Analysis of implemented evaluation.	Ongoing; first analysis due Sept 2009 and annually thereafter	Not started
22. Recommendations for changes to final (working) ocean literacy and conservation evaluation questions to all education coordinators.	Ongoing; first analysis due October 2009 and annually thereafter	Not started

A tracking sheet will be developed by the end of 2006 to track the programs use of evaluation models and target measures. Annual reports will be developed each year to include the tracking plan to ensure the education program is meeting its target measures and ultimately the final performance measure by 2010.

#### Determining the final target measure:

Annually, one month before the close of the fiscal year on September 30<sup>th</sup>, site education coordinators will report their progress on implementing the steps of the performance measure tracking plan. Immediately following the end of the fiscal year, the headquarter liaisons will summarize the site reports and meet with the National Education coordinator to report on the tracking plan and to develop a yearly report. The information will be shared with the Performance Evaluation Coordinator at that time, around October 15<sup>th</sup>. This will then be used to present to the National Education Team for review before submission to Performance evaluation team. An informal, internal mid-year report will be generated following discussion of performance plan progress at each annual Education Coordinators conference. This report will be available to the education team only and is not for public consumption.

#### Responsibilities:

##### 1. Communication Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the NMSP
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

##### 2. National Education Coordinator

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

- Responsible for overall program achievement of, and progress towards, this measure.
- Gives and develops support, guidance, tools, instruction, and feedback to the sites to ensure site compliance to target measures.
- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.

### 3. HQ Liaisons for Education Performance Measure

- Collect and analyze the data needed to determine progress towards measure targets.
- Periodically report to the National Education Coordinator on program progress on this measure and any national or program-wide actions required to help improve performance.
- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site education coordinators on changes to target measures or baseline data.

### 4. Site Education Coordinators

- Responsible for ensuring use of set evaluation models at the site level.
- Responsible for ensuring all of their education team's compliance with performance measure goals and objectives.
- Responsible for ensuring all education programs are aligned with appropriate national and state education standards.
- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.

### 3.7 Measuring Maritime Heritage Resources Performance

*By 2015, 100% of known historical, cultural and archaeological resources within each national marine sanctuary boundary will be inventoried within the NOAA's ARCH database.*

Reporting Responsibility: Maritime Heritage Program Manager

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2005	Baseline	0%
2006	10%	0%
2010	50%	
2015	100%	

Measurement description and procedure:

The National Marine Sanctuary Program is mandated to “improve the conservation, understanding, and management” of historical, cultural and archaeological resources at each site (NMSA sec. 304). Shipwrecks constitute the largest element of the many potential maritime heritage resources present in the sanctuaries. In order to conserve, understand, and manage these resources, they must be located and inventoried using remote sensing and historical information, and identified and evaluated in terms of their potential historic value. NMSP establishes a baseline status of their condition to enable evaluation of the rate and characteristics of degradation over time. This information, along with characterizing the potential threats, is used to guide and inform management actions that will insure the preservation of these resources. Maritime Heritage Coordinators at each site will input data, based on scientific research conducted, on the confirmed sites within their sanctuary boundaries into the NOAA's ARCH database. The information compiled in the database will be provided by the NOAA's ARCH system administrator to the Program Manager of NMSP Maritime Heritage Program.

Reporting Procedure:

Annually before the end of each fiscal year (September 30<sup>th</sup>), the NOAA's ARCH database administrator will review and tabulate number of entries for the year. Information will be provided to Performance Evaluation Coordinator by approximately October 15<sup>th</sup>.

Determining the final target measure:

A total number of historic shipwreck losses can be estimated based on previous historical research. Current estimates suggest approximately 1724 historic shipwreck incidents in the areas of sanctuaries. Continuing historic research will refine that figure. Percentage of wrecks entered into the database will be calculated against the known historic ship losses.

Responsibilities:

## 1. Maritime Heritage Program Manager:

- Responsible for calculating total number of historic shipwreck and potential archaeological sites in National Marine Sanctuaries.
- Responsible for reporting to Performance Evaluation Coordinator at end of every calendar year.

## 2. NOAA's ARCH System Administrator:

- Responsible for ensuring quality control of data entry from individual site Maritime Heritage Coordinators.
- Responsible for tabulating annual number of archaeological sites and historical shipwreck loss entries into database.
- Responsible for reporting annual number of NOAA's ARCH entries to Maritime Heritage Program Manager.

## 3. National Marine Sanctuary Maritime Heritage Coordinators:

- Responsible for entry of historical and archaeological site data into NOAA's ARCH database.
- Responsible for coordinating with NOAA's ARCH System Coordinator to ensure quality of data.

### 3.8 Measuring Public Awareness Performance

*By 2015, increase by 20% public awareness of national marine sanctuaries and the sanctuary system.*

Reporting Responsibility: Communication Branch Chief

Reporting Periodicity: Annually at the end of the fiscal year.

Target Measures:

The target measure is a 20% increase of public awareness by 2015. The baseline for setting the percentage of Americans who are aware of national marine sanctuaries will be set in the planned 2007 national survey.

The baseline for total Web hits will be used from 2005. The baseline for total impressions will be from 2006. These will be reported on annually at the end of each fiscal year. Milestones are in the table below:

[\* Note: If we want a direct correlation between survey results done in 2007 and Web hits and impressions, we can start reporting on all in 2007 or treat them separately.]

Year	Annual % of increase	Total Web Hits	Total Impressions	Surveyed Awareness
2005	0	(Baseline) 2,675,802		
2006	2	2,730,000	210,956,000 (baseline)	
2007	2	2,790,000		Baseline (TBD)
2008	2	2,850,000		
2009	2	2,910,000		
2010	2	2,970,000		
2011	2	3,030,000		
2012	2	3,090,000		
2013	2	3,150,000		
2014	2	3,210,000		
2015*	2	3,270,000	<b>18% increase of 2006 baseline</b>	<b>16% increase of 2007 baseline</b>

Measurement Description and Procedure:

One purpose of the National Marine Sanctuaries Act is to “enhance public awareness, understanding, appreciation, and wise and sustainable use of the marine environment, and the natural, historical, cultural, and archeological resources of the National Marine Sanctuary System. This performance measure assesses public awareness by measuring outputs that reflect

awareness of sanctuaries and coordinating periodic regional and national surveys that quantify how the public's knowledge of sanctuaries changes over time.

*Terms:*

"Public awareness" is defined as an individual showing perception or knowledge of national marine sanctuaries and the sanctuary system.

"National marine sanctuaries" may refer to one specific national marine sanctuary, more than one sanctuary or the Northwestern Hawaiian Islands Marine National Monument.

"National Marine Sanctuary System" refers to the system as a whole

"Impressions" refer to the average number of people exposed to a media outlet's news stories.

Determining the final target measure:

Three separate measurements will be made to determine increases to public awareness. First, web site hits will be used as an output measurement of how effective NMSP education and outreach programming (e.g. newsletters, public events, news stories) is at engaging individuals to learn about national marine sanctuaries. 2005 will be used as the baseline for this measurement.

Second, the NMSP will track the number of impressions generated by sanctuary news stories. For example, if five newspapers, each with a distribution of 10,000 readers, print a sanctuary news story, that story generates 50,000 impressions. This is a standard measurement for tracking news stories reach to the public. The total number of news impressions will be reported annually. Measurements of total impressions began in 2006.

The NMSP will also work with the National Marine Sanctuary Foundation to quantify how much public awareness increases over time. This will be assessed by using national surveys to determine how effective our education and outreach programs are at increasing the public's awareness (i.e., knowledge) of national marine sanctuaries. Questions will be designed to actually measure how knowledgeable the public is about sanctuaries. The NMSP hopes to conduct one survey around 2011 to track progress.

Previous survey work by SeaWeb in 1999 asked questions related to national marine sanctuaries but they were not designed in a way that could critically determine if respondents actually were aware of sanctuaries or were confusing sanctuaries with other state or federal protected areas. The goal is to conduct a survey in 2007 that will serve as a baseline for redoing the survey at later dates.

Responsibilities:

1. Communication Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

## 2. National Outreach Coordinator

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, and feedback to the sites to increase the quality of the program's international performance.
- Periodically report to the Communication Branch Chief and the performance evaluation coordinator on program progress on this measure and any national or program-wide actions required to help improve performance.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

## 3. Site Staff involved in Outreach Projects:

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

## 4. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site staff involved in international projects appropriate resources, support, and time to meet the measure.
- Elevate concerns about this measure to the Regional Superintendents/ET.



### 3.9 Measuring Marine Zones Performance

*By 2017, 100% of marine zones or networks of zones have methods implemented to assess their effectiveness.*

Reporting responsibility: National Science and Socioeconomic Coordinators

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2007	Baseline	30%
2010	50%	
2013	75%	
2017	100%	

Measurement description and procedure:

Marine zones are specific areas contained within the boundary of a national marine sanctuary that are subject to different regulations than the rest of the sanctuary. Marine zones are management tools used to protect sanctuary resources or manage conflicting uses in accordance with the NMSA; examples of such zones include fully protected ecological reserves, motorized personal watercraft zones, and overflight prohibition areas. The NMSP must assess the effectiveness of existing marine zones in order to, when appropriate, modify existing zones or create new ones. Evaluation of the effectiveness of marine zones will take place during the course of each sanctuary's management plan review or between reviews if deemed appropriate.

Periodic evaluations of site monitoring programs allow sanctuaries to update, modify, and improve resource and use monitoring. Procedures for review are described in the document titled "A Monitoring Framework for the National Marine Sanctuary System." These procedures allow sites to identify gaps in monitoring, and alter protocols for data collection, management, delivery, and analysis. All observing systems are re-evaluated during these reviews, and changes are made accordingly. New systems will be added as funding allows, and obsolete ones will be taken offline.

The following table identifies the marine zones contained within sanctuaries, as of Spring 2007:

Marine Zone Monitoring				
Region	Sanctuary	Monitoring?	Zones	Designation by:
NE/GL	TB	n/a	-	-
	SB	n/a	-	-
	M	n/a	-	-
SE/GOM	GR		Research Only	NMSP
	FK	Y	SPAs	NMSP
	FK		Ecological Reserves	NMSP
	FK		ATBA	IMO
	FK		Research Only	NMSP
	FK		Existing management areas	
	FK		Military	
	FG	Y	No Activity	MMS
WC	OC	Y	ATBA	IMO
	OC		Military	
	OC		Overflight	
	CB	N	<50 fm invert no take	NMSP
	CB		Military	
	GF	Y	Overflight	NMSP
	GF		Area of special biological significance	
	GF		Vessel Traffic Zone	
	GF		No-Vessel Operation Area	
	GF		Dredge material disposal zone	
	MB	Y	Overflight	NMSP
	MB		Personal water craft	
	MB		Area of special biological significance	
	MB		Dredge material disposal zone	
	MB		Jade collection	
	MB		Limited harvest	
	MB		Military	
	MB		No harvest	
	MB		Shark attraction prohibited	
	MB		Recreational/State Beach	
	MB		Recreational	
	MB		Vessel Traffic Zone	
	CI	Y	Marine reserves (shallow)	State
	CI		Limited harvest	
	CI		Overflight	
	CI		Seabed Alteration Prohibited	
	CI		Vessel Traffic Zone	
	CI		No-Vessel Operation Area	
Pac	HIHW		Overflight	-
	NWHI	Y	SPAs	Declaration
	FB	N	Fishing zones	NMSP

Determining the final target measure:

The quantitative target measure will be the percentage of all existing zones (or networks of zones, where appropriate) that have monitoring programs in place. Monitoring of marine zones may include either natural resource or socioeconomic (use, valuation, etc.) elements, or both, and the extent of monitoring necessary depends on the nature and goals of the zones themselves.

- August – Research Coordinator and Socioeconomic Coordinator input provided to Science Council
- September – Performance measure progress report prepared by Science Council
- October – Report annual information to the Performance Evaluation Coordinator
- November – Report and AOP recommendations to ET for review
- January – Annual RC meeting site presentations and discussion on operating observing systems and gaps
- March – Annual AOP guidance distributed

Responsibilities:

1. National Programs Branch Chief
  - Responsible for the overall tracking and reporting on this measure as required by the program
  - Elevates issues or concerns relating to achievement of this measure to the ET and LT.
2. The Research and Socioeconomic Coordinators
  - Report annually on status of their site monitoring programs
3. The Science Council
  - Compiles site-based evaluations on progress towards site specific monitoring plan target
  - Prepares recommendations on AOP guidance for the ET
4. The National Science Coordinator
  - Works with the Science Council to prepare the report for the ET on performance measure progress
  - Is responsible for recommending AOP guidance to the ET
5. The Executive Team
  - Considers recommendations
  - Converts recommendations to annual guidance for AOP development.

### 3.10 Measuring Enforcement Performance

*All sites have implemented cooperative enforcement programs and are able to demonstrate results based on stated goals and objectives.*

Reporting responsibility: Resource Protection Program Manager

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2004	Baseline	5
2006	9	11
2008	11	
2010	13	

Measurement description and procedure:

The NMSP will be making improvements in a series of functional areas that will be identified in the NMSP 10 year Enforcement program requirements document that is under development; however it is too early for the NMSP to use this document as the basis for the performance measure tracking plan. Results will be measurable in improvement of and increases to: infrastructure support (boats, aircraft, communication equipment), personnel enhancements (enforcement, policy and legal staff), technical capabilities such as remote sensing assets, and continuing to strengthen the use of legal authorities, including but not limited to the NMSA.

Cooperative enforcement programs include direct cooperative efforts with the NOAA Office for Law Enforcement (OLE), the Joint Enforcement Agreements with states administered by OLE, and memoranda of understanding between individual marine sanctuaries and state or federal enforcement agency partners. Establishment of these formal cooperative arrangements is one clear indicator of the level of focus and effort being directed to strengthening enforcement at individual marine sanctuary sites. The sites will be considered to demonstrate results for this performance measure if they have Memoranda of Agreement, or partnerships in place with various enforcement entities (U.S. Coast Guard, state enforcement or other), or if they are participating in existing Joint Enforcement Agreements (managed by NOAA Office for Law Enforcement in NMFS).

Determining the final target measure:

The targets are determined by adding the number of sites in the national marine sanctuary system in which cooperative enforcement programs, as defined above, are functioning.

Reporting Procedure:

Annually before the end of each fiscal year (September 30<sup>th</sup>), the Resource Protection Program Manager will compile data if the performance requirements have been met. The Resource Protection Program Manager will provide the information from all sites to the Performance Evaluation coordinator around October 15<sup>th</sup>.

Responsibilities:

1. National Programs Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

2. HQ Resource Protection Team

- Works with site representatives to complete Enforcement 10-Year Requirements Assessment.
- Compiles regional site evaluations and prepares recommendations on AOP guidance for the ET.

3. The Regional Superintendents

- Conduct an annual evaluation of the cooperative enforcement programs in place and operating at sites in their respective regions.
- Ensure that appropriate actions are proposed within the site AOPs to address gaps in enforcement and evaluate whether previous actions have been effective.

4. The Executive Team

- Considers recommendations and converts them to annual guidance for AOP development.

### 3.11 Measuring Volunteer Performance

*By 2010, increase by 25% the number of volunteer hours dedicated to NMSP science, public awareness, and resource protection activities.*

Reporting Responsibility: Communication Branch Chief

Reporting Periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2006	Baseline	110,000 volunteer/hours
2007	116,875 volunteer/hours	
2008	123,750 volunteer/hours	
2009	130,625 volunteer/hours	
2010	137,500 volunteer/hours	

Measurement Description and Procedure:

Volunteers donate work to sanctuary activities in areas of research, monitoring, enforcement, education and outreach, and management advisory. These volunteers do not receive monetary compensation from the NMSP. This performance measure uses *volunteer hours* as the unit of measurement for increasing the coordination of those donations.

Terms:

*Dedicated* – Work contributing to the mission of the NMSP.

*Volunteer hours* – One hour (rounded to the nearest half hour) of uncompensated work donated to the NMSP by one volunteer (e.g., two volunteers working one hour is represented as two *volunteer hours*).

*Science* – Research and/or monitoring of sanctuary resources. This includes but is not limited to: a) beach surveys; b) coral reef monitoring; c) fish identification surveys; and d) other efforts supporting sanctuary research coordinators.

*Public awareness* – Efforts to increase public knowledge of national marine sanctuaries. This includes but is not limited to: a) exhibiting at public events such as fairs, farmers' markets,

tradeshows; b) interpretative lectures on eco-tourist vessels and other public venues; c) educational programs such as LiMPETS and MERITO; d) staffing a NMSP visitor center.

*Resource protection* – Activities preventing and/or mitigating harm to sanctuary resources. This includes the above activities as well as, but not limited to: a) sanctuary advisory council management recommendation; b) reporting prohibited activity to sanctuary law enforcement; c) informing public of illegal and harmful activities in a sanctuary.

#### Reporting Procedure:

VolunteerNet, a national web-hosted database, has been developed partly for this reporting plan. The manager for each NMSP operating unit is to ensure VolunteerNet is updated with their unit's volunteer hours at the end of each calendar month. By close of each fiscal year, the VolunteerNet administrator will submit a report on the cumulative hours donated the NMSP throughout the fiscal year. This report will be submitted to the Performance Evaluation Coordinator by October 15<sup>th</sup> of each year.

#### Determining the final target measure:

The target measure is an increase of volunteer hours by 25 percent. The percentage will be drawn from the 2006 baseline, 110,000 hours, which amounts to an increase of 27,500 hours over a four year period (2010). Progress toward yearly targets (see table below) will be evaluated by end of the year reports.

#### Responsibilities:

##### 1. Communication Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the NMSP
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

##### 2. National Volunteer Coordinator

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, and feedback to the sites to increase quality of the NMSP volunteer performance.
- Periodically report to the Communication Branch Chief and the performance evaluation coordinator on program progress on this measure and any national or program-wide actions required to help improve performance.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.
- In the absence of a National Volunteer Coordinator these responsibilities will be delegated as deemed appropriate by Communication Branch Chief.

3. Site Staff involved in Volunteer Projects:

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated monthly so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

4. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site staff involved in international projects appropriate resources, support, and time to meet the measure.
- Elevate concerns about this measure to the Regional Superintendents/ET.



### 3.12 Measuring Partnership Performance

*By 2007, the NMSP is assessing the effectiveness of all significant partnerships across the sanctuary system.*

Reporting Responsibility: Communication Branch Chief

Reporting Periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2007	3 partnerships evaluated	
2008	10 partnerships evaluated	
2010	All partnerships evaluated	

\*See note on next page

Measurement Description and Procedure:

The NMSP has long recognized that it could better meet its mandate by partnering with agencies and organizations at the local, state, and national level. An initial 2004 assessment of NMSP partnerships revealed that the NMSP is involved in more than 400 partnerships. A plan will be developed to 1) define the value of a partnership taking into consideration the life cycle of the partnership (in most cases, the program needs to invest in time and sometimes money to reap benefits in the future) and 2) develop a tracking system of the performance of every significant partnerships in the sanctuary program.

*Significant partnership* is an NMSP activity that includes one or more of the following:

- Significant amount in funding (exact amount to be defined in final plan)
- Significant amount of annual staff time (exact amount to be defined in final plan)
- Major contribution towards meeting one or more purposes and policies of National Marine Sanctuaries Act (defined as part of partnership tracking system)

Reporting Procedure:

A tracking system will be developed that will include standard information on each significant partnership. This information in turn will be used to assess the effectiveness of each of these partnerships. Information includes:

- Specific NMSA goal(s) that partnership addresses
- How does partnership contribute to reaching NMSA goal(s)
- What are the deliverables from NMSP and partner
- Timeline
- AOP activity

Some partners are involved in different NMSP partnerships. These will be reported separately. Information will be reported on an annual basis at end of fiscal year, around October 15<sup>th</sup>, to the Performance Evaluation Coordinator.

Determining the final target measure:

The target measure is an approved plan/approach to assessing the effectiveness of sanctuary partnerships. The final approved plan will be presented at the 2007 NMSP Leadership Team Conference. As part of the approved plan, the following partnerships can be used as examples (*pending final approval*) in plan development and reported on in 2007.

- Institute for Exploration
- Sea World
- FKNMS Enforcement in coordination with the state of Florida

Note: The current target measures may not meet the performance measure, which states that all partnerships should be evaluated by 2007.

Responsibilities:

1. Communication Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

2. Point of Contact for Individual Significant Partnership

- Determines whether the partnership in question meets the criteria for being considered a “significant partnership”.
- Responsible for reporting on the progress of the partnership.

### 3.13 Measuring Management Plan Performance

*Complete final management plans for all sites currently in management plan review by 2008.*

Reporting responsibility: Conservation Policy and Planning Branch Chief

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

The NMSP aims to complete the management plans for the national marine sanctuaries that are currently undergoing the required NMSA section 304 (e) review by 2008. Notice of availability of final management plans will be published by December 31, 2008 for the following national marine sanctuaries:

- Florida Keys
- Stellwagen Bank
- Gray's Reef (already completed)
- Cordell Bank
- Gulf of the Farallones
- Monterey Bay
- Channel Islands

Measurement description and procedure:

A monthly status report on the progress of each management plan reviews will provide the data to determine how well the NMSP is meeting the target of completing all current management plans by 2008. A management plan review is considered **started** when the notice of intent is published in the Federal Register. A final management plan is considered **completed** when the notice of availability of the final management plan is published in the Federal Register.

Reporting Procedure:

Annually before the end of each fiscal year (September 30<sup>th</sup>), the headquarter liaisons for each site undergoing MPR will ensure that the monthly status report is updated with the latest information. The MPR Team Lead will review the monthly status report and determine which sites are on track for the completion of the measure. The MPR Team Lead will provide the information from all sites to the Performance Evaluation coordinator around October 15<sup>th</sup>.

Determining the final target measure:

The management plan review processes for each of the sites listed in the Target Measures section must result in the publication of a final management plan in the Federal Register by the end of 2008 in order for the measure to be met. To determine the overall success at meeting this measure the number of management plan reviews completed will be divided into the number of reviews currently ongoing to determine a success rate.

Responsibilities:

## 1. Conservation Policy and Planning Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

## 2. Team Leader for management plan reviews

- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, tools, instruction, and feedback to the sites to complete the management plan reviews.
- Periodically report to the Conservation Policy and Planning Branch Chief on program progress on this measure and any national or program-wide actions required to help improve performance.
- Jointly responsible (along with the sites and headquarter liaison) for the timely completion of management plan reviews

## 3. Headquarters Liaison

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

## 4. Site Superintendents

- Primary responsibility for timely completion of management plan reviews.
- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site staff appropriate resources, support, time, and training to be able to enable timely completion of management plans.
- Elevate concerns about this measure to the Regional Superintendents/ET.

### 3.14 Measuring Management Plan Performance

*By 2010, decrease the average length of time to complete a final management plan to 36 months.*

Reporting responsibility: Conservation Policy and Planning Branch Chief

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

By 2010, the NMSP aims to decrease the average length of time it takes to complete a final management plan to 36 months. Reviews of management plans for national marine sanctuaries are required by section 304 (e) of the NMSA. Sanctuaries that are likely to be on the accelerated schedule are those beginning a review in 2006 through 2008 and include:

- Thunder Bay
- Flower Gardens Bank
- Olympic Coast
- Fagatele Bay
- Hawaiian Islands Humpback Whale

Measurement description and procedure:

A monthly status report on the progress of each management plan reviews will provide the data to determine how well the NMSP is meeting the target of completing final management plans within 36 months. A management plan review is considered **started** when the notice of intent is published in the Federal Register. A final management plan is considered **completed** when the notice of availability of the final management plan is published in the Federal Register.

Reporting Procedure:

Annually before the end of each fiscal year (September 30<sup>th</sup>), the headquarter liaisons for each site undergoing MPR will ensure that the monthly status report is updated with the latest information. The MPR Team Lead will review the monthly status report and determine which sites are on track for the completion of the measure. The MPR Team Lead will provide the information from all sites to the Performance Evaluation coordinator around October 15<sup>th</sup>.

Determining the final target measure:

In order for the measure to be met, the NMSP must publish a notice in the Federal Register informing the public of the availability of the final plan within 36 months from publication of the notice of intent. To determine the overall success at meeting this measure the number of final management plan completed will be divided into the number of reviews currently ongoing to determine a success rate.

Responsibilities:

## 1. Conservation Policy and Planning Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

## 2. Team Leader for management plan reviews

- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, tools, instruction, and feedback to the sites to complete the management plan reviews.
- Periodically report to the Conservation Policy and Planning Branch Chief on program progress on this measure and any national or program-wide actions required to help improve performance.
- Jointly responsible (along with the sites and headquarter liaison) for the timely completion of management plan reviews

## 3. Headquarters Liaison

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

## 4. Site Superintendents

- Primary responsibility for timely completion of management plan reviews.
- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site staff appropriate resources, support, time, and training to be able to enable timely completion of management plans.
- Elevate concerns about this measure to the Regional Superintendents/ET.

### 3.15 Measuring Sanctuary Advisory Council Performance

***By 2010, Sanctuary Advisory Councils will provide significant input on 150 priority projects across the NMSP.***

Reporting Responsibility: National Sanctuary Advisory Council Coordinator

Reporting Periodicity: Annually at the end of the fiscal year.

Target Measures: The annual target measures for the number of priority projects on which Sanctuary Advisory Councils will provide significant input are presented in the following table:

Year	Target	Actual
2006	Baseline	67
2007	40	
2008	80	
2009	120	
2010	150	

Measurement Description and Procedure:

Sanctuary Advisory Councils are chartered to provide advice and recommendations to individual site superintendents on a wide variety of sanctuary management issues and/or projects. This measure assesses the level of involvement of the sanctuary advisory councils in sanctuary management by tracking the councils' input on priority issues and/or projects across the program.

“Significant input” can be measured by a number of criteria, including but not limited to: a) passing a formal resolution; b) reaching consensus on an issue; c) reaching agreement/recommendations by vote; d) development of recommendations for full council by council working groups or subcommittees; or e) dedication of a significant amount of council meeting time to the particular issue, relative to the number of meetings per year and length of each meeting.

A “priority project” or issue is defined as one that a) relates directly to a resource protection or resource management issue (as opposed to an operational or administrative issue); b) is identified in the AOP and site management plan as a priority issue for the site; or c) has been identified as such in the program's annual budget guidance.

Council input on these types of issues should be recorded in the meeting minutes at each council meeting. Each sanctuary advisory council coordinator will take note of any significant input on a priority project/issue at the outset of council meetings with the aid of written and/or recorded meeting minutes. In addition to tracking the number of significant inputs on priority

projects/issues, coordinators also need to provide a brief justification (one to two sentences) as to why the input is “significant” and “priority”.

#### Reporting Procedure:

Annually before the end of each fiscal year (September 30<sup>th</sup>), the council coordinators will provide the annual total of inputs and the associated justifications for their sanctuary advisory council to the National Sanctuary Advisory Council Coordinator (see reporting template in Microsoft Excel). In order to ensure fast turnaround, the National SAC Coordinator will collect the reporting information from each site and pass it along to the Performance Evaluation coordinator without altering or synthesizing the information. The National Sanctuary Advisory Council Coordinator will provide the information from all sites to the Performance Evaluation coordinator around October 15<sup>th</sup>.

#### Determining the final target measure:

The target measure of 150 is the cumulative number of significant inputs to priority projects, as defined above. The sanctuaries’ annual numbers will be combined for a program-wide annual number, and annual numbers will be cumulatively added until FY2010, which is the last target year.

#### Responsibilities:

##### 1. Conservation Policy and Planning Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

##### 2. National Sanctuary Advisory Council Coordinator

- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, and feedback to the sites to increase the quality of the sanctuary advisory council performance.
- Periodically report to the Conservation Policy and Planning Branch Chief and the performance evaluation coordinator on program progress on this measure and any national or program-wide actions required to help improve performance.

##### 3. Site Sanctuary Advisory Council Coordinator:

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

##### 4. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.



- Give site Sanctuary Advisory Council coordinator appropriate resources, support, and time to provide an environment for the Sanctuary Advisory Council that is conducive to meeting the measure.
- Elevate concerns about this measure to the Regional Superintendents/ET.

### 3.16 Measuring Operations Performance

***By 2015, all infrastructure needs are funded to adequately support safe and effective operations.***

Reporting Responsibility: Deputy Director for Infrastructure

Reporting Periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2005	Baseline	30%
2007	50%	
2010	65%	
2015	100%	

Measure Description and Procedure:

Safe and effective operations are a critical part of the NMSP's ability to manage sanctuary resources. This measure tracks the Program's progress towards meeting the requirements defined in the program-wide requirements document for the following thematic areas: 1) Facilities and Signage; 2) Small Boats; and 3) Aircraft. For the performance measure to be met fully (2015 target), all of the thematic areas need to show fulfillment of the identified needs for the NMSP. Another way to measure how well the program meets this measure is the Program's ability to acquire "ship time" on NOAA or Chartered Vessels.

#### *Facilities and Signage*

The program has developed a Long Range Master Plan for Facilities, Real Property, Signage and Exhibits (FY 2006-2013). Based on this Long Range Plan and additional submissions from the sites, the program annually ranks proposed facility and exhibitory projects, based on the projected level of funding for PAC. In 2006, the program will review and rank projects out to 2014, to enable the program to have submissions for NOAA's PPBES process. Based on the availability of funding provided in PAC, the performance measure is calculated by comparing the number of projects started and/or completed in a fiscal year with the needs described in the Long Range Plan.

#### *Small Boats*

The program has developed a Small Boat Requirements Study (FY 2006-20015). This report describes the current inventory of small boats and their condition, and also concludes that over the course of this period, the program would need to acquire 18 new or replacement boats, ranging from small and easily maintained Type I vessels, to larger and more complex Type III vessels. The report also indicates an estimated timing of the replacement and acquisition of new boats, which is based strictly on the availability of funds. The performance of the program with respect to small boats would be assessed by comparing the needs stated in the Requirement Study and the actual maintenance and/or new vessel procurement done by the NMSP.

A critical point should be made about maintenance of small boats. The program has added a marine engineer to the staff, and has acquired a maintenance software program for all the sites. The engineer is in the process of populating the program with all relevant information about all the small boats. This information will be used to determine whether or not the maintenance needs of the program are being met.

#### *Aircrafts*

The program has developed an Airborne Platform Requirements Document (FY 2006-2015). The plan identifies a need for Airborne Platforms both manned and unmanned. With respect to the manned aircraft, the report projects the need for 2500 flight hours for the entire program to support enforcement, research/monitoring, and education/outreach. While the program does not intend on acquiring aircraft, it will work through NMAO to get dedicated time on NOAA assets. Based on the availability of funds, the performance measure will be based on the number of flight hours that were dedicated to the NMSP in comparison to the projected needs identified in the report.

#### *Chartered or NOAA Ships*

The program has been allocated sea days for a number of projects on NOAA Ships. The program has been providing projected requests to the NOAA PPBES process. The performance measure will be based on the difference between projected and actual sea days.

#### Reporting Procedure:

Annually, at the end of the fiscal year, the Deputy Director for Infrastructure will tally the number of projects, boats procured, flight hours flown, or sea days dedicated to the program at the end of the fiscal year. A tracking table will be used for reporting purposes. The information will be provided to the Performance Evaluation Coordinator by October 15<sup>th</sup>.

#### Determining the final target measure:

The measurement is the difference between planned projects to actual projects completed.

#### Responsibilities:

##### 1. Deputy Director for Infrastructure

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.
- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, and feedback to the sites to increase the quality of the sanctuary program's operations performance.
- Periodically report to the performance evaluation coordinator on program progress on this measure

## 2. Site Operations Coordinator:

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

## 3. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site operations coordinator appropriate resources, support, and time to provide an environment for the SAC that is conducive to meeting the measure.
- Elevate concerns about this measure to the Regional Superintendents/ET.

### 3.17 Measuring International Partnership Performance

*By 2010, five new collaborative projects with either new or existing international partnerships will be initiated and demonstrating protection of the marine environment.*

Reporting responsibility: Conservation Policy and Planning Branch Chief

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target (cumulative)	Actual
2006	1	1
2007	2	
2008	3	
2009	4	
2010	5	

Measurement description and procedure:

According to the PPM description and goals, once every year, the NMSP must determine how well it is meeting its goal of establishing a new collaborative project that demonstrates protection of the marine environment. As the International Project Inventory is updated each year, it will serve as the primary tracking system for this PPM. When updating the inventory, staff will note the completion of projects as well as submission of new projects in order to gather the information necessary to measure the progress of this PPM. Fundamental to this assessment will be the definition of key terms used in the PPM:

- *Collaborative Project* means a defined, self-contained project with one or more partners, in which all partners have a substantial role in and realized benefits from the project;
- *International Partnership* means a formal or informal partnership between the NMSP and one or more non-domestic partners as included in the International Project Inventory; and
- *Demonstrating Protection* means that the project demonstrates:
  - Prevention of direct harm to a resource; and/or
  - Mitigation of existing impacts on a resource; and/or
  - Restoration of a resource to a more pristine or functional condition; and/or
  - Substantial new or enhanced capacity of managers and staff.

In addition, annual program milestones (as below) will be used to track the progress of the NMSP in meeting its international PPM, as well as its general international mandate. The milestones will provide more detailed information on the achievements of the NMSP International Program and will be revisited annually; new ones may be added and existing ones

amended or deleted during the annual review. Results of milestones will also be reported annually.

*Current Annual Milestones (2006):*

- In collaboration with the GBRMPA, complete a report that defines an implementation strategy for a west coast regional water quality protection program, including consistent monitoring, education, and management elements across all five west coast sanctuaries and that directly supports NOAA's regional ecosystem indicators.
- Complete 3<sup>rd</sup> year of SPLASH (Structure of Populations, Levels of Abundance, and Status of Humpbacks) project, a three-year multi-national study of humpback whales between the U.S., Canada, and Mexico.
- Fully establish the basic infrastructure for the NMSP International Program by 2006.
- Develop an inventory of existing legal instruments that can help protect sanctuary resources by 2006.

*Future Annual Milestones:*

Each year, new annual milestones will be prepared. They will always include deadlines to update both the International Action Plan, as well as the International Project Inventory. Other, more project-specific milestones will be added as appropriate. Outyear measures will also likely include the following program-wide measures:

- Ensure that the NMSP is adequately represented by NMSP staff and interpretive products at a minimum of one major international marine conference a year by 2008.
- Ensure that at least one major bilateral agreement or project exists in each of the following regions: North America, Central America, South America, Caribbean, Africa, Mediterranean, Northern Europe, Asia, and Oceania by 2010.
- Ensure two full-time staff are assigned to the NMSP International Program by 2015
- Nominate at least one sanctuary as a World Heritage Site by 2015.
- Request the U.S. Coast Guard to submit at least one request to the International Maritime Organization for vessel-related measures by 2015.

As the PPM is monitored over time, both the PPM and the milestones will be revisited on an annual basis to ensure that (1) the PPM is still appropriate to measure progress in meeting the NMSP's international mandates; (2) the targets are appropriate and neither too easy nor impossible to meet; and (3) that annual milestones are adequate, appropriate, and contribute to the overall understanding of how well the NMSP International Program is performing. Adjustments will be made each year, if and as necessary.

Determining the final target measure:

The final target will be a simple comparison of the number of projects actually attained to the number of projects desired, in this case a target of one project per year.

#### Reporting Procedure:

Annually before the end of each fiscal year (September 30<sup>th</sup>), the International Coordinator will ensure that the International Project Inventory is updated with the latest information. The International Coordinator will provide the information from all program units to the Performance Evaluation coordinator around October 15<sup>th</sup>.

#### Responsibilities:

##### 1. Conservation Policy and Planning Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

##### 2. International Coordinator

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, and feedback to the sites to increase the quality of the program's international performance.
- Periodically report to the Conservation Policy and Planning Branch Chief and the performance evaluation coordinator on program progress on this measure and any national or program-wide actions required to help improve performance.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

##### 3. Site Staff involved in International Projects:

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

##### 4. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site staff involved in international projects appropriate resources, support, and time to meet the measure.
- Elevate concerns about this measure to the Regional Superintendents/ET.

### 3.18 Measuring SHIELDS Performance

*All national marine sanctuaries (excluding The Monitor) will be trained in the use of SHIELDS and its components (e.g. RUST.)*

Reporting responsibility: National Damage Assessment and Resource Protection Coordinator

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2004	Baseline	2
2005	5	3
2006	14	8
2008 (extended)	14	

Measurement description and procedure:

The Sanctuaries Hazardous Incident Emergency Logistics Database System (SHIELDS) is a web-based tool for preparedness in sanctuary contingency planning and emergency response. Training in the use of SHIELDS will allow NMSP field and headquarters staff to make incident response decisions and recommendations in a more efficient (timely) and effective (improved coordination) manner. SHIELDS training includes use of the Resources and Undersea Threats (RUST) database, which allows NMPS staff one stop access to catalogs of known underwater threats and hazards in US waters. SHIELDS training were a complement to both Safe Sanctuaries 2005 and Safe Seas 2006, drills which exercised NOAA emergency response capabilities in a subset of the sanctuary system. For a sanctuary to meet that measure, it needs to have key staff, or regional staff who support this site amongst others, trained in the use of SHIELDS.

Determining the final target measure:

The National Damage Assessment and Resource Protection Coordinator will check the number of sites that employ a staff member trained in the use of SHIELDS, or that have access to the services of a regional staff member trained in the use of SHIELDS. By the end of the calendar year, the National Damage Assessment and Resource Protection Coordinator will compile the number of sites that meet the performance measure requirements, and will report to the Performance Evaluation Coordinator.

Reporting Procedure:



Annually before the end of each fiscal year (September 30<sup>th</sup>), the National Damage Assessment and Resource Protection Coordinator will provide the information from all program units to the Performance Evaluation coordinator around October 15<sup>th</sup>.

Responsibilities:

1. National Programs Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.

2. The Damage Assessment and Resource Protection Coordinator

- Conducts an annual evaluation of the SHIELDS training completed
- Recommends AOP guidance to the ET to fill gaps in SHIELDS training and implementation.

3. The Executive Team

- Considers recommendations
- Converts them to annual guidance for AOP development.

### 3.19 Measuring Ocean Observing Performance

*Number of sites that have implemented monitoring programs, based on the System-Wide Monitoring program framework, for relevant natural and maritime archaeological resources.*

Reporting responsibility: National Science Coordinator, with data collected by Science Council

Reporting periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2007	Baseline	0
2008	1	
2010	4	
2015	9	
2020	14	

Measurement description and procedure:

The National Marine Sanctuary Program has developed a framework for monitoring that includes systematic approaches to program design and reporting. The design process for monitoring program development can be applied in any marine area, regardless of protection status. This performance measure recognizes the essential nature of having programs in place to monitor key resources within marine protected areas.

Reporting of success for this measure requires that a site has not only designed an appropriate monitoring program for living and maritime archaeological resources using the principles of the SWiM program, but has also implemented key components of the program in order to track resource condition. These components, whether conducted by site staff, contractors, or other partners, must be adequate to report on the 17 SWiM questions that are relevant to each site. These questions are clearly defined in the in the SWiM Framework and Sanctuary Condition reports and serve as the focus of each condition report. These, in turn, are used to report on water, habitat, living resource and maritime archaeological resource condition, as described in the tracking plans for those performance measures.

Determining the final target measure:

This performance measure establishes targets for implementation that would depend on moderate funding increases to allow for essentially one additional unit each year conducting design workshops and implementing field programs to support monitoring needs.

The timeline for gathering the data necessary to report on this measure is as follows:

- August – Research Coordinator input provided to Science Council

- September – Performance measure progress report prepared by Science Council
- October – Report annual information to the Performance Evaluation Coordinator
- November – Report and AOP recommendations to ET for review
- January – Annual RC meeting site presentations and discussion of status of monitoring programs, and on actions underway to update them
- March – Annual AOP guidance distributed

Responsibilities:

1. The Research Coordinators

- Report annually on the status of monitoring programs to the Science Council.
- Ensure that appropriate actions are proposed within the site AOPs to address incomplete programs

2. The Science Council

- Compiles site-based evaluation and prepares a report for the ET regarding progress towards this performance measure
- Prepares recommendations on AOP guidance for the ET

3. The National Science Coordinator

- Works with the Science Council to prepare the report for the ET on performance measure progress
- Is responsible for recommending AOP guidance to the ET

4. The Executive Team

- Considers recommendations
- Converts recommendations to annual guidance for AOP development.

### 3.20 Measuring Outreach Efficiency

***By 2013, the NMSP will increase by 30% the amount of advertising dollars leveraged by each dollar spent by the NMSP outreach budget on media relations.***

Reporting Responsibility: Communications Branch Chief

Reporting Periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2008	Baseline	
2010	10%	
2013	30%	

Measure Description and Procedure:

Increased outreach is one of the main goals of the NMSP, so this efficiency measure explicitly captures part of the NMSP mission, which is highly encouraged by OMB in the PART. This measure focuses on measuring how much output (advertising dollars leveraged) results from a given input (dollar spent by the NMSP on media relations).

Definitions

- *Dollar leveraged*

We can track this by measuring the total value of impressions using accepted practices, i.e., the total value per year if we had to pay for advertising.

First, we will focus on impressions on the public coming from print news article that include NMSP references. The number of print articles is calculated by using the number of articles found on Google News and use that as an 80% figure of the total number of stories in order to capture those not represented on Google News.

Second, we need to calculate the advertising value for each of the media type we choose to include in this performance measure by using the published cost per column inch for advertising in the publication.

- *Dollar spent*

This is part of the budget of the outreach team spent on media relations.

Reporting Procedure:

Annually after the end of each fiscal year (September 30<sup>th</sup>), the Communications Branch Chief will provide the information to the Performance Evaluation coordinator around October 15<sup>th</sup>.

Determining the final target measure:

The total amount of advertising dollars leveraged by outside parties will be divided by the total amount of dollars spent by the NMSP on media relations. This number will be compared to the baseline to assess progress toward the final target (increase by 30% by 2013).

Responsibilities:

1. Communications Branch Chief

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.
- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, and feedback to the sites to increase the quality of the sanctuary program's outreach efficiency performance.
- Periodically report to the performance evaluation coordinator on program progress on this measure.

2. Site/Region Media Coordinator

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep tracking of media impressions updated so that this measure can be determined periodically.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

3. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Elevate concerns about this measure to the Regional Superintendents/ET

### 3.21 Measuring Operations Efficiency

***By 2011, operational “Days at Sea” (DAS) on NMSP small boats will increase six-fold with less than a 10% increase in total DAS costs.***

Reporting Responsibility: Deputy Director for Infrastructure

Reporting Periodicity: Annually at the end of the fiscal year.

Target Measures:

Year	Target	Actual
2005	Baseline	130 DAS
2007	260 DAS	
2009	520 DAS	
2011	780 DAS	

In 2005, NOAA ships provided a total of 130 DAS in the east and west coast national marine sanctuaries. The NMSP will increase the number of operational DAS with the addition of new NMSP research/education-outreach small boats. By 2011, the NMSP will realize an increase of over 600% of operational DAS in NMS's. The Pacific Islands were not included in these calculations due to the commission of the NOAA ship *Hi'ialiki* which has been dedicated to work in the Papahānaumokuākea Marine National Monument (MNM).

Measure Description and Procedure:

Historically, the NMSP has utilized NOAA ships to conduct scientific and education-outreach activities in the sanctuaries. Over the past several years, the demand by other programs has increasingly reduced the number of days at sea on NOAA ships dedicated to the program (2004/170DAS; 2005/130DAS; 2006/91DAS). In addition, due to the increased demand, the program has also been unable to schedule the cruises during the optimum time period of the year. On-water presence in the sanctuaries is critical in understanding the protected resources, as well as providing the critical mechanism of connecting with students, volunteers, and constituents. Therefore, the NMSP is aiming to increase reliance on its own vessels for operational DAS in order to reduce cost and increase time spent at sea.

The NMSP has developed a Small Boat Requirements Study (FY 2006-20015). This report describes the current inventory of small boats and their condition, and also concludes that over the course of this period, the program would need to acquire 8 new boats, ranging from small and easily maintained Type I vessels, to larger and more complex Type III and small research vessels (as described in the Small Boat Requirements Study). In terms of cost, operating smaller Sanctuary dedicated boats is approximately 40% less expensive than using NOAA ships. The average daily operating cost (as of Jan. 2007) for the NOAA Ship *Nancy Foster* is \$4.8K and for the NOAA Ship *McArthur* is \$6.1K. The average for both is \$5.45K/per day, compared to the

average daily operating cost for a NMSP small boat of \$2.2K/per day, a savings of **\$3.24K/per day** on average (a 60% savings per day). The efficiency gained by re-directing NMSP reliance from NOAA ships to NMSP small boats is shown in the final target for the performance measure: even with a six-fold increase in DAS, the overall cost of the DAS will not increase by more than 10%.

In 2006 the Sanctuary Program added two new boats (one type III and one type II) to its fleet, supporting science, education and outreach (note: a new enforcement boat was added to the Florida Keys replacing an old enforcement boat). These two new boats increased the potential NMSP operational DAS by 300. The total number of DAS that the program was allocated on NOAA ships in 2006 (only east and west coast were taken into account) was 91. The 300 potential additional DAS constitute over a 300% increase in DAS in sanctuary waters. In reality, it is likely that not every single potential DAS will be utilized due to adverse weather or unexpected repair/maintenance needs, hence the conservative 2007 target of 260 DAS.

Two new boats are scheduled to be built and delivered in 2007 and 2008 on the west and Gulf coast which will add an additional 300 DAS (overall, the NMSP uses an average of 150 DAS/year). As noted above, the Pacific region has not been included in this analysis since the NOAA Ship *Hi'ialiki* is dedicated to the Papahānaumokuākea MNM.

#### Reporting Procedure:

Annually, at the end of the fiscal year (September 31<sup>st</sup>), the Deputy Director for Infrastructure will tally days at sea dedicated to the NMSP, and report the information to the Performance Evaluation Coordinator by October 15<sup>th</sup>.

#### Determining the final target measure:

The final target will be comparing actual DAS and DAS costs in target years to the baseline of 2005, and determining whether the targets were met. Strict operational costs will be considered regardless of where the funding comes from, in order to prevent confusion that may result from changing funding policies (e.g., which unit is responsible for cost of fuel, etc...)

#### Responsibilities:

##### 1. Deputy Director for Infrastructure

- Responsible for the overall tracking and reporting on this measure as required by the program
- Elevates issues or concerns relating to achievement of this measure to the ET and LT.
- Responsible for overall program achievement of, and progress towards, this measure.
- Collect and analyze the data needed to determine progress towards measure targets.
- Give and develop support, guidance, and feedback to the sites to increase the quality of the sanctuary program's operations performance.
- Periodically report to the performance evaluation coordinator on program progress on this measure

##### 2. Site Operations Coordinator:

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Keep database updated so that this measure can be determined at any given time.
- Report to site managers on issues, questions, or concerns they have about progress towards measure targets.

### 3. Site Superintendents

- Responsible for understanding this measure and targets, what is required to meet it, and how it is measured.
- Give site operations coordinator appropriate resources, support, and time to provide an environment that is conducive to meeting the measure.
- Elevate concerns about this measure to the Regional Superintendents/ET